QUARTERLY REPORT

OCTOBER – DECEMBER 2012

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Statistical Abstracts

This is the quarterly progress report of Citizens' Voice Project for the reporting period October to December 2012. The table below highlights the key achievements during the quarter as well as cumulative status as of December 31, 2012.

	S. #	Indicators	During the Quarter (Oct– Dec 2012)	Cumulative as of 31 Dec, 2012
APPLICATIONS & GRANTS	**1.0**	**Applications Received**	369	824
	1.1	Technical Review Committee Reviews	336	766
	1.2	Grant Management Committee Reviews	97	227
	1.3	Project Steering Committee Reviews	36	140
	2.0	**Applications Recommended to USAID for Award**	16	88
	2.1	Approved for Award by USAID	24	60
	2.2	Approval in process at USAID	22	22
	3.0	**Grant Agreements Signed with Applicant Organizations**	20	52
	3.1	Grant agreements under process	6	6
	3.2	Grants not awarded after USAID approval	0	2
	4.0	**Funds Committed to Grantees by USAID in USD**	2,179,738	5,902,710
	5.0	**Funds Disbursed to Grantees in USD**	507,896	978,056
M&E	**6.0**	**Pre-Award Assessments**	**77**	**223**
	6.1	Operational Pre-Award Assessments	49	120
	6.2	Programmatic Pre-Award Assessments	28	103
	7.0	**Post-Award M&E Visits**	**48**	**76**
	7.1	Operational M&E Visits	25	25
	7.2	Programmatic M&E Visits	23	51
CAPACITY BUILDING	**8.0**	**Total Number of Trainees from Grantee Organizations**	**145**	**246**
	9.0	**Long-Term Institutional Trainings and Training of Trainers**	**3**	**4**
	9.1	Number of Males Trained	47	64
	9.2	Number of Females Trained	11	16
	10.0	**PMP Workshops**	**2**	**2**
	10.1	Number of Males Trained	24	24
	10.2	Number of Females Trained	5	5
	11.0	**Quick Impact Trainings (Programmatic)**	**0**	**3**
	11.1	Number of Males Trained	0	44
	11.2	Number of Females Trained	0	9
	12.0	**Quick Impact Trainings (Operational)**	**2**	**5**
	12.1	Number of Males Trained	53	74
	12.2	Number of Females Trained	5	10
	13.0	**Trainings for TDEA and Project Staff**	**0**	**2**
	13.1	Number of Males Trained	0	53
	13.2	Number of Females Trained	0	14
	14.0	**Capacity Action Plans Developed**	**101**	**326**
	14.1	Pre-Award Conditions Agreed Upon	0	1
	14.2	Pre-Award Conditions Met	0	1
	14.3	Post-Award Conditions Agreed Upon	66	271
	14.4	Post-Award Conditions Met	35	53

Applications received, pre-award grants processing and disbursement of funds

- In the last quarter of 2012, Citizens' Voice Project received **369** applications, raising the total number of applications received to **824** as of December 31, 2012.
- During the quarter, **336** applications were reviewed by the Technical Review Committee (TRC), bringing the cumulative number to **766**; **97** were reviewed by the Grants Management Committee (GMC), bringing the cumulative number to **227** and **36** were reviewed by the Project Steering Committee (PSC), bring the cumulative number to **140**.
- During the quarter, Citizens' Voice Project recommended **16** applications for award to USAID, while the total number of recommended applications is **87**. Out of the 87 recommended applications, **60** stand approved by USAID while **22** are in process at USAID.
- Citizens' Voice Project signed grant agreements with **20** partner organizations, while the total number of partner organizations under the Project has increased to **52**.
- Citizens' Voice Project disbursed US **$507,896** during the reporting period, raising the total disbursed amount to **US $978,056**.

Monitoring and Evaluation

- **49** operational and **28** programmatic pre-award assessments were conducted during the reporting period. The Project has thus far conducted **120** operational and **103** programmatic pre-award assessments to date.
- In order to make the process of operational pre-award assessment faster and efficient, **3** fixed price subcontracts were awarded to local accounting firms approved by RIG/USAID.
- The Project conducted **25** operational and **23** programmatic post-award visits, while cumulative figures stand at **25** and **51** respectively.

Capacity Building

- In terms of capacity building, **58** persons from **29** organizations participated in **3** week-long Not-for-Profit Management courses held at Institute of Business Management, Karachi and COMSATS IIT, Islamabad.
- **29** persons from **15** partner organizations participated in PMP workshops held in December.
- **57** persons from **28** partner organizations of second and third grant cycles received training on financial management, procurement and human resource management.

Other events and meetings

- The Citizens' Voice Project held the Fourth Grants Cycle Information Session at PC Hotel, Muzaffarabad on **October 11, 2012**. The event was attended by 74 persons, including 63 potential applicants from AJK as well as representatives of 11 media outlets.
- The Project set up a stall at US Consulate, Lahore for the US Presidential Election event on **November 7, 2012**.
- The Project participated in a rapid review of progress conducted by USAID though an international consultant, Ms. Diana Swain. Meetings were held in this regard on **November 5, November 6**, and **November 20, 2012**.
- The Project participated in Communication Working Group sessions organized by USAID Development and Outreach Communications (DOCS) office on **November 16** and **December 14, 2012**.
- The Project participated in an Implementing Partners' Meeting organized by USAID's Democracy and Governance (DG) Office on **December 6, 2012**.
- The Project participated in a workshop organized by USAID Lahore office to discuss USAID's grants in the education sector, common challenges, and how to build a network for future sharing of experiences and building synergies on **December 18, 2012**.
- Briefings were held on grant management including assessments, monitoring and evaluation systems implemented by the project with the following USAID offices— USAID Lahore on **October 17, 2012**; Office of Financial Management (OFM) on **October 24, 2012** and USAID DG, OFM and Office of Acquisition and Assistance (OAA) on **November 29, 2012**.

- Meetings were held with USAID DG office to present an overview of the Project; discuss monthly and quarterly reporting of the Project, grants database and status update on Cycle 4 Grants; and share events calendars of partner organizations on **November 30, 2012**, **December 3, 2012** and **December 21, 2012** respectively.
- A meeting was held on **December 4, 2012** with USAID DG office and NRSP to discuss the process for submitting data to NRSP-IT in a uniform and timely fashion.
- A meeting with the Board Sub-Committee was held on **November 21, 2012**. The agenda of the meeting was discussion of the Sub-Committee's roles and responsibilities; strategic planning of TDEA; update on capacity building and organizational development; and discussion of the preliminary recommendations shared by USAID.

1. Monitoring, Evaluation and Research

1.1. Program Development and Research

1.1.1. Applications Received

In the Fourth Grants Cycle 369 applications were received under the advertised thematic areas. Following is the thematic breakup of the applications:

Thematic Areas of Grant Cycle -IV

- Citizens' Voice for Effective Grievance Redress through the Offices of Ombudsmen
- Citizens' Voice for Independent, Free and Responsible Media
- Citizens' Voice and Accountability for Youth Development
- Citizens' Awareness for Higher Female Voter Turnout
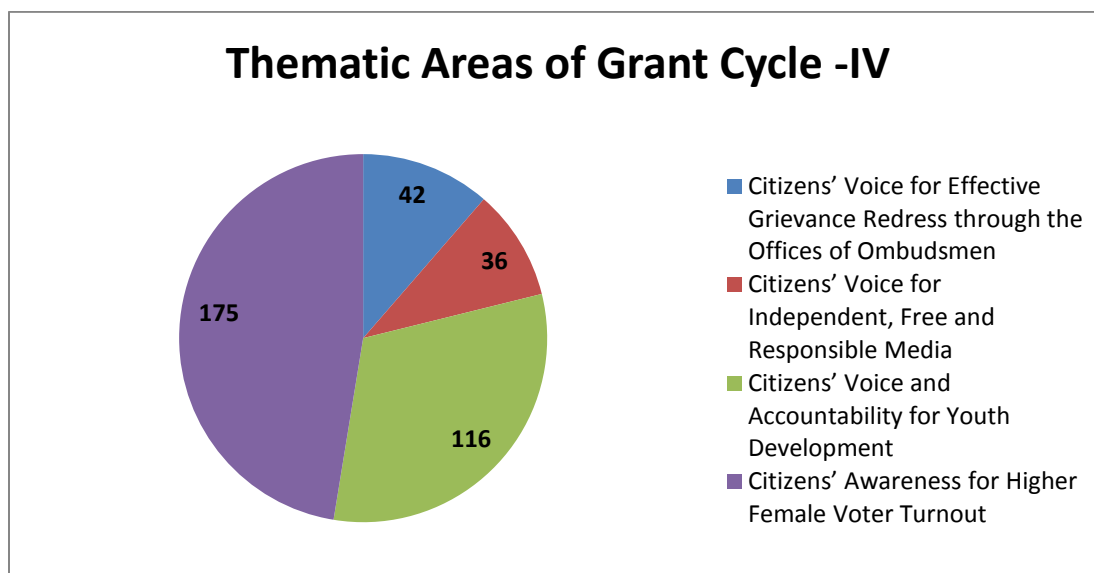
After the completeness check of all the received applications, 336 were found complete while 32 applications were incomplete. Following is the breakup:
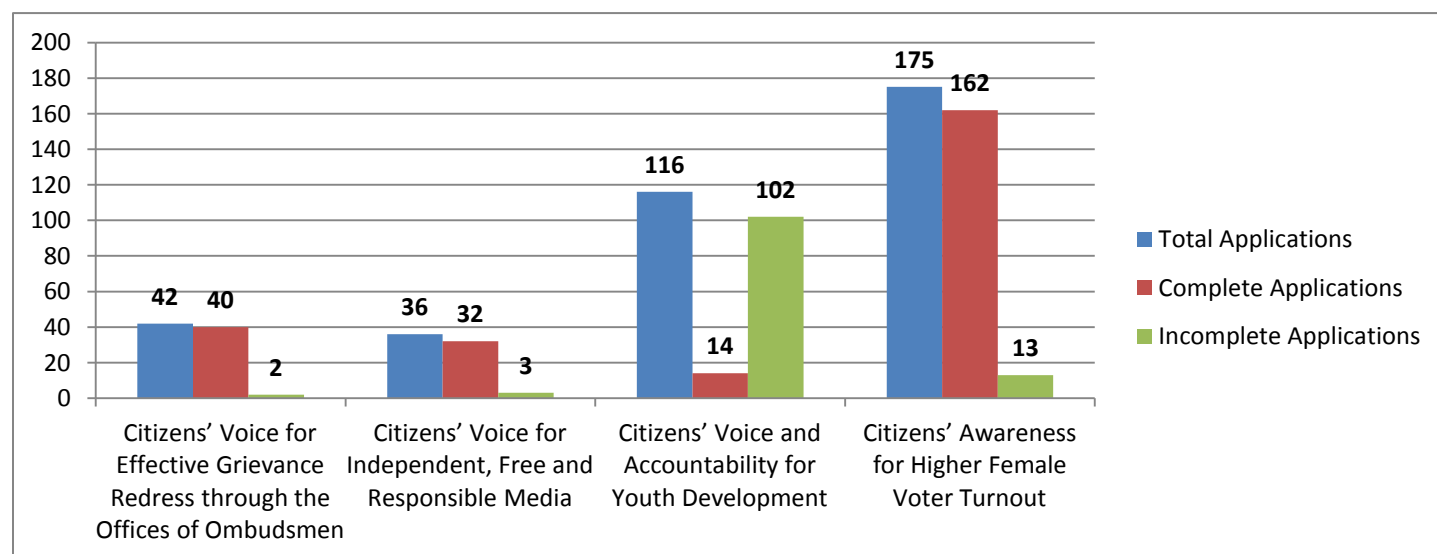
1.1.2. Application Reviews, Approvals and Application Revisions

As per the decision of the Project Steering Committee (PSC), the Technical Review Committees (TRCs) were composed of personnel from the Citizens' Voice Project, the TDEA Secretariat and The Asia Foundation (TAF). In total, TRCs reviewed a total of 336 applications under the four thematic areas announced in cycle 4.

Due to the high number of applications, a stage-wise approach was adopted. The Grants Management Committee (GMC) reviewed applications under the thematic areas of 'Citizens' Voice for Effective Grievance Redress through the

Offices of Ombudsmen' on November 17, 2012 while it reviewed applications under the thematic area of 'Citizens' Voice for Independent, Free and Responsible Media' on November 21, 2012. It recommended 16 applications and 20 applications from the two thematic areas respectively to the Project Steering Committee (PSC).

GMC reviewed applications of 'Citizens' Awareness for Higher Female Voter Turnout' and 'Citizens' Voice and Accountability for Youth Development' on December 3, and December 17-18, 2012 respectively. It recommended 21 applications from each thematic area to PSC. In light of feedback from GMC, the PD&R Unit corresponded with shortlisted applicants to seek clarifications and suggest revisions in their proposals. After this revision process, PD&R Unit engaged in developing summaries of the shortlisted applicants for PSC.

On November 23, 2012, a PSC meeting on was held to review GMC approved applications under the thematic areas of 'Citizens' Voice for Effective Grievance Redress through the Offices of Ombudsmen' and 'Citizens' Voice for Independent, Free and Responsible Media'. It recommended 10 applications from the former and 8 applications from the latter thematic areas. PSC meetings on remaining two thematic areas of 'Citizens' Awareness for Higher Female Voter Turnout and 'Citizens' Voice and Accountability for Youth Development' were scheduled for January 2013.
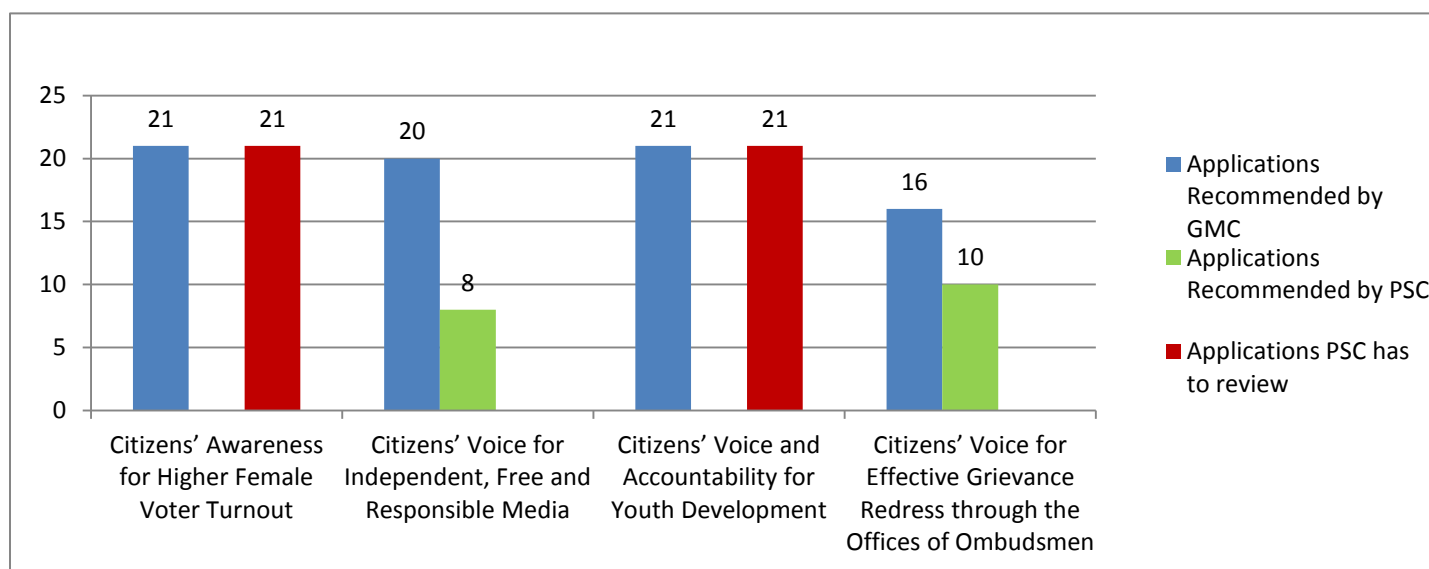
The PD&R Unit also obtained required revisions from 11 shortlisted Cycle 3 applicants. The Unit edited and uploaded the revised applications on GMIS, prepared summaries of the revised applications of Cycle 2 and Cycle 3 again and shared them with the GMC. These summaries were then forwarded to PSC and USAID.

1.2. Monitoring and Evaluation:
1.2.1. Pre-Award Support for the Award of Grants
During the quarter M&E Unit provided pre-award support for the award of grants which included revision of work plans, development of milestones and suggesting conditions to the Grants Unit to be negotiated and agreed with the applicants. The details are provided below:

Thematic Area	Cycle	Number of Applications		
		Work plans Revised	Milestones Developed	Conditions Suggested
Citizens' Oversight of Municipal Services	1	1	-	-
Implementation of 18th Amendment	3	5	3	5
Effective Local Government System	3	3	1	3
Strengthening Transparency and Accountability Mechanism	3	4	2	4
Energy Sector Reforms	3	8	7	8

The Unit conducted 28 programmatic pre-award assessments of the short-listed applicants. The consolidated list of these 28 applicants with their risk level is given in the table below whereas the detailed list is attached as Appendix IA.

Thematic Area	Cycle	Number of Applications	Risk Category		
			Low	Medium	High
18th Amendment	3	2	1		1
Local Government	3	1		1	
Transparency Mechanisms	3	1	1		
Energy Sector Reforms	3	1	1		
Effective Redress through the Offices of Ombudsmen	4	4	2	2	
Citizens voice and Accountability for youth development	4	13	6	5	2
Independent, Free and Responsible Media	4	6		4	2

1.2.2. Post-Award Monitoring:

M&E unit provided support and facilitation, and later approved the following advocacy material of the Cycle 1, 2 and 3 sub-awardees:

S#	Type of Advocacy/Other Materials	Number of grantees whose advocacy materials were approved
1	Banners	29
2	Posters	13
3	Pamphlets	09
4	Advertisements (for hiring staff & consultants)	11
5	Brochures	04
6	Press Releases	02
7	Quarterly Newsletters	07
8	FM Messages	03
9	Training Manuals	09
10	Approvals of project coordinators/managers	12

In addition to the above advocacy material approvals, the unit also shared the monthly/quarterly reporting formats with 6 grantees and reviewed 37 monthly/quarterly report received from the grantees.

Based on the unit's post-award field-monitoring plan for the First, Second and Third Grants Cycle sub-awardees, the post-award field visits of the following sub-awardees were carried out in the quarter. The details are as follows:

Cycle	No. of field visits	Name of grantees visited
1	11	DADO, The Network, PEHE, AHKRC,PEACE KP, PEACE Baluchistan, GINI, CRCP, AGHE, AWAZ, DAMAAN
2	11	Children First, DEWA, Pak Woman, HDF, OHD, SHERD, LEAD, Sudhaar, READ,PES
3	1	STEP

During these post award visits, M&E field teams held meetings with project staff, reviewed their progress (i.e. targets vs. achievements), verified the activities of sub-awardees as per their monthly progress reports and provided guidance for the preparation of monthly progress reports, quarterly progress reports, field monitoring reports, events reports, and necessary documentation. Some of the major activities implemented by sub-awardees during quarter (October-December 2012) are summarized as below:

- 396 Meetings/ Awareness Sessions/ Trainings/ Workshops/ Seminars/ Dialogues were held.
- 6 Complaint cells / visitor information center established
- 59 Council/Networks / Committees/ Forum/ Group/CBOs were formed.
- 5 Baseline surveys were conducted.
- 9 Training Manual developed
- 2 Radio Talk shows aired
- 2 Press Conferences held
- 2 MOUs signed

2. Finance, Grants and Compliance
2.1. Grants
2.1.1. Pre-Award Assessments
- During this quarter, the Grants Unit issued 5 task orders to Anjum Asim Shahid Rahman-Grant Thornton (AASR-GT) for a total of 45 pre-award assessments.
- 8 of these were detailed, while 24 were rapid and 13 upgrade assessments. The related organizations had applied under Cycle 3 and 4.
- Grants Unit received 41 pre-award assessment reports from AASR-GT in the quarter ended December 2012, out of which 24 reports have been reviewed by the Grants team. The remaining reports will be reviewed during the month of January 2013. These reports were reviewed in order to determine the level of risk and inform negotiations related to award of grants and capacity action plans.
- In order to make the process of operational pre-award assessment faster and efficient, 3 fixed price subcontracts were awarded to local accounting firms approved by RIG/USAID.

2.1.2. Post-Award Reviews
- During the quarter, the Grants Unit issued a task order to AASR-GT for follow up on Capacity Action Plan of 25 awardees.
- These include 7 awardees under 'Citizens' Oversight of Municipal Services', 4 awardees each under 'Improving Water Rights' and 'Energy Sector Reforms' under Cycle 1, and 10 awardees under 'Education Sector Reforms' under Cycle 2.
- Under the same task order AASR-GT will also conduct post-award financial monitoring of 14 awardees under Simplified Sub-awards.
- These include 6 awardees under 'Citizens' Oversight of Municipal Services' 4 awardees each under 'Improving Water Rights' and 'Energy Sector Reforms' under Cycle 1.
- Reports were received for all 25 awardees regarding revision of risk rating based on post-award financial review of awardees under Simplified Sub-awards and follow up on Capacity Action Plan of all 25 awardees, which included both Simplified Sub-awards and Fixed Obligation Sub-award.

- Grants Unit reviewed 15 post-award monitoring reports during the quarter while the remaining will be reviewed in January 2013.

Key findings include the following:
- Increase in risk rating: 3
- Decrease in risk rating: 5
- No change in risk level of low risk sub-awardees: 14
- No change in risk level of high or moderate risk sub-grantees: 3 (2 high and 1 moderate)

2.1.3. Process Improvement
Following the weaknesses identified by the USAID Office of Inspector General (OIG) in their report for another project in Pakistan, TDEA initiated the process of improvements with respect to the third party managed pre-award assessments. A checklist has been prepared and is being used for review of pre-award assessments and post-award reviews of all third party managed assessments/reviews. This checklist covers:

- Quality control review of working papers and checklist
- Quality control review of checklist and assessment/ validation report
- System note highlighted weaknesses in the pre-award assessment reports categorized in the following four categories:
  o Recommendations
  o Pre-award Conditions
  o Post-award Conditions
  o Capacity Action Plan
- Narrative questions for guidance

2.1.4. Due Diligence
Anti-terrorist and other compliance check vetting was conducted by the Grants Team for recommended applications under Cycle 3 and 4. Process of finalizing different pre-award forms and disclosure checklists related to these grant applicants was also completed.

2.1.5. Award of Grants
Twenty grants were awarded during the quarter, details of which are provided below:
- Two grants for Punjab were awarded under Cycle 2 in relation to the thematic area 'Citizens' Voice and Public Accountability in Tax Collection Sector'.
- Seven grants relating to the thematic area 'Energy Sector Reforms' under Cycle 3 were awarded out of which 2 relate to Punjab, 3 to AJK, 1 to Gilgit-Baltistan and 1 to Sindh.
- Three grants relating to the thematic area 'Citizens' Advocacy for Implementation of 18th Amendment' under Cycle 3 were awarded out of which 2 relate to Balochistan and 1 to Sindh.
- Three grants relating to the thematic area 'Citizens' Engagement and Accountability for an Effective Local Government System' under Cycle 3 were awarded out of which 1 relate to Baluchistan and 2 to Sindh.
- Five grants relating to the thematic area 'Citizens' Voice for Strengthening Accountability and Transparency Mechanisms' under Cycle 3 were awarded out of which 1 relates to Baluchistan and 4 to Sindh.

Theme	Nation-wide	Punjab	Sindh	KPK	FATA	Balochistan	GB	AJ&K	Total
Tax Collection Sector	0	2	0	0	0	0	0	0	2
Energy	0	2	1	0	0	0	1	3	7
18th Amendment	0	0	1	0	0	2	0	0	3
Local Government	0	0	2	0	0	1	0	0	3
Accountability and Transparency	0	0	4	0	0	1	0	0	5
Total	0	4	8	0	0	4	1	3	20

Overall Snapshot of Grants under Contract

Thematic Area	Cycle	No. of Grants Allocated for Award in RFA	No. of Grants Recommended by PSC to USAID	No. of Grants Approved by USAID	Signed Awards
1. Citizens' Voice for Independent, Free and Responsible Media	Fourth	10	8	0	0
Total		**10**	**8**	**0**	**0**
1. Citizens' Engagement and Accountability for an Effective Local Government System	Third	5	11	5	3
2. Citizens' Advocacy for Implementation of 18th Amendment	Third	8	9	5	3
3. Energy Sector Reforms	Third	10	9	9	7
4. Advocacy for Effective Implementation of the Frontier Crime Regulations (FCR) Reforms	Third	2	5	2	2
4. Citizens' Voice for Strengthening Transparency and Accountability Mechanisms	Third	6	10	5	5
Total		**31**	**44**	**26**	**20**
1.Citizens' Voice for Effective Legislative Governance	Second	15	5	5	5
2. Education Sector Reforms	Second	10	12	12	10
3. Citizens' Voice and Public Accountability in Tax Collection Sector	Second	10	1	2*	2
4. Advocacy for Strengthening Legal Framework for NPOs	Second	2	0	0	0
Total		**37**	**18**	**19**	**17**
1. Energy Sector Reforms	First	10	4	4	4
2. Improving Water Rights	First	4	4	4	4
3. Citizens' Oversight of Municipal Services	First	10	10	7	7
Total		**24**	**18**	**15**	**15**
Grand Total		**102**	**88**	**60****	**52**

*While 1 was recommended by PSC, 1was directly approved by USAID making the total number 2.

** Difference of 8 between approved and signed grants is due to the fact that 6 grant agreements are in process and negotiations are underway; 1 has been put on hold by USAID and 1 applicant withdrew the application.

2.1.6. Award of Subcontracts

Considering the large number of applications received under Cycle 3 and 4 it was realized that the management of pre-award assessments in large numbers is not manageable by one sub-contractor. Accordingly, an RFP was issued in September 2012 seeking proposals for issuing indefinite quantity service contracts from a selected group of 27 audit firms approved by Regional Inspector General (RIG), USAID, to conduct pre-award assessments and financial audits. During the quarter the selection process was carried out for 14 proposals received and sub-contracts were signed with three selected firms which are:

- Avais Hyder Liaquat Nauman, Chartered Accountants
- HLB Ijaz Tabussum & Co. Chartered Accountants
- UHY Hassan Naeem & Co. Chartered Accountants

The selection of additional firms remains possible due to the flexibility of the procurement process. Shortlisted firms which were not awarded a subcontract were kept on hold in the event volume of work increases further.

2.1.7. Pre- and Post-Award Conditions

Keeping in view the pre-award risk assessments, pre- and post-award conditions were agreed upon with twenty sub-awardees under Cycle 2 and 3 mentioned in section 2.1.5 under the following thematic areas:

- Citizens' Voice and Public Accountability in Tax Collection Sector
- Energy Sector Reforms
- Citizens' Advocacy for Implementation of 18th Amendment
- Citizens' Engagement and Accountability for an Effective Local Government System
- Citizens' Voice for Strengthening Accountability and Transparency Mechanisms

Purpose of these conditions is to ensure that sub-awardees improve their systems and procedures for efficient implementation of the project as well as for long-term institutional development. Later, the Grants Unit, along with M&E Unit, tracks the sub-awardees' performance in terms of meeting such conditions.

2.1.8. Technical Assistance to Sub-awardees

Existing sub-awardees were provided technical assistance in the areas of financial management, record keeping and reporting on a daily basis. The TAF team and project team for grants coordinated with sub-awardees for any issues that they faced and guided them about the required standards of record keeping and reporting for USAID grants.

2.2. Finance

During the quarter, financial audit of the project under Guidelines for Financial Audit of Non-US NGOs contracted by Recipients for 2011-12 was initiated by KPMG at the Project Office from December 10, 2012. The audit is expected to be finalized during January 2013. Besides this, finance team helped Administration in preparation and finalization of Annual Property Report.

Besides this, Finance Unit continued to perform a range of routine functions including financial management, submission of reports to the USAID, payments to sub-contractors, and other functions relating to compliance with USAID regulations and TDEA policies.

Line Items	Qtr 1 June '11	Qtr 2 Jul-Sep '11	Qtr 3 Oct-Dec '11	Qtr 4 Jan-Mar '12	Qtr 5 Apr-Jun '12	Qtr 6 Jul-Sep '12	Qtr 7 Oct-Dec '12	Total Jun '11-Dec '12
Salaries & Wages	745,248	3,316,744	7,074,031	10,467,447	10,743,290	11,039,217	15,974,023	59,360,000
Fringe Benefits	61,968	459,308	843,789	1,224,262	1,205,076	2,250,329	1,759,190	7,803,922
Consultants	-	91,761	82,754	-	(174,515)	-	255,000	255,000
Travel, Trans & Per Diem	-	-	-	45	31,009	883,538	810,385	1,724,977
Procurement Equipments & Supplies	769,669	1,190,782	495,400	1,998,800	176,280	2,621,383	5,425,662	12,677,976
	37,803	338,413	605,288	884,491	1,148,212	882,027	985,983	4,882,217
Communication	20,000	140,825	629,973	415,948	187,435	650,982	604,218	2,649,381
Subcontracts	-	-	10,691,082	18,355,436	30,503,485	67,748,700	69,803,809	197,102,512
Other Direct Cost	4,245,600	724,101	3,961,881	1,507,056	4,374,561	3,017,739	2,003,568	19,834,506
Fee	90,514	488,758	653,617	787,506	844,465	1,018,877	1,327,845	5,211,582
TOTAL	5,970,802	6,750,692	25,037,815	35,640,991	49,039,298	90,112,792	98,949,683	311,502,072

Citizens' Voice Project Expenditure
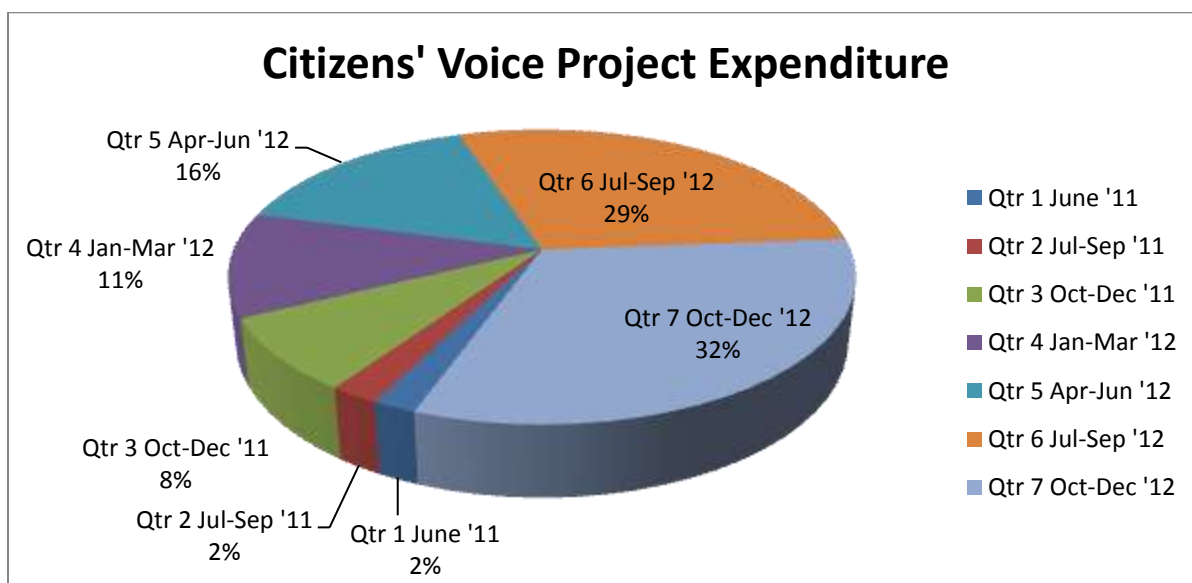
2.3. Compliance

AASR-GT team continued to perform compliance function in relation to procurement orders and transactions on monthly basis. The second semi-annual compliance is being concluded in the light of comments provided by the management.

3. Capacity Building
3.1. Partners' Training
3.1.1. Quick Impact Trainings (QIT)
Finance, HR and Procurement Trainings

During the quarter, following major activities took place:

- AASR's Capacity Building team conducted two training for sub-grantees of Second and Third Grants Cycle in Financial Management, Human Resource Management and Procurement Management.

- The training for sub-grantees of Second Grants Cycle was held at Marriot Hotel, Islamabad from October 10-12, 2012. A total of 32 participants from 16 sub-grantee organizations participated in the training.
- The training for sub-grantees of Third Grants Cycle was held at Margalla Hotel, Islamabad from December 19-21, 2012. A total of 27 participants from 12 sub-grantee organizations took part.

Programmatic Trainings

In the last quarter, Terms of Reference (ToRs) were advertised to seek the services of 3 consultants with broad based expertise in Executive, Judiciary, and Legislature and Civil Society who would be able to conduct sector specific sessions during the trainings. The rationale behind this was based on the experience of the previous three trainings that took place during the year, in which it was realized that working with different sector experts for e.g. health, education, municipal services etc. each time is not only time-consuming but also makes it difficult to ensure uniformity in terms of quality. Hence it was decided that instead of working with a number of consultants, it would be better to utilize on a long term basis, the expertise of senior experts on governance and accountability, who have broad based knowledge of their areas and would be able to deliver trainings on existing and any new themes that the project may announce in subsequent grant cycles.

Details of Consultants for QIT as mentioned in the ToRs

Governance and Accountability Trainer	Select Thematic Areas
Consultant A	**Executive:** Should have an understanding of the functioning of the state institutions (energy, water, health, education, municipal services etc.) at large from planning/policy level to implementation at the federal and provincial levels
Consultant B	**Judiciary**: Should have an understanding of the judicial system of Pakistan e.g. Supreme Court, High Courts, Office(s) of Ombudsman, Consumer Courts, District Courts, Sharia Courts, FCR etc.
Consultant C	**Legislature and Civil Society**: Should have an understanding of the functions of the Senate, National and Provincial Assemblies and the electoral system in the country (from local government elections to the highest office). In addition, s/he should have sound knowledge of citizens' voice and accountability.

Altogether, 8 applications were received from consultants through which 2 consultants were selected through a competitive two-stage process. Recommendations of selected consultants have been sent for approval and it is expected that subject to receiving approval, contracts will be finalized in January 2013.

Performance Management Plans Training

- A special request was initiated from the Trust for Democratic Education and Accountability (TDEA) to the Capacity Building Unit to facilitate the project sub-grantees in development and finalization of their Performance Management Plans (PMPs). In this regard, the Capacity Building Unit outlined a plan for the trainings in consultation with the Monitoring and Evaluation (M&E) Unit and began the process of identification of a suitable consultant. The contract was finalized and signed with a Senior Consultant in December for 4 workshops on Design and Implementation of Performance Management Plan and one Training of Facilitators for sub-grantees of Citizens' Voice Project.
- Two such trainings were organized in the reporting period from 5th to 7th December and 10th to 12th December for sub-grantees under Municipal Services and, Energy and Water Rights thematic areas respectively. At the beginning of the first workshop, a short inaugural session was also held in which the Chief of Party, Mr. Mukhtar Ahmad Ali was invited to give his opening remarks.

Details of Workshops on Design and Implementation of PMP

Thematic Area(s)	Date	Venue	No. of Organizations	No. of Participants
Municipal Services	05-07 Dec, 2012	Hotel Margalla, Islamabad	7	14
Water Rights and Energy Sector	10-12 Dec, 2012	Hotel Margalla, Islamabad	8	15

3.1.2 Long-term Institutional Development Training

Under the Institutional Development component of Capacity Building Unit of Citizens' Voice Project, three training courses were successfully conducted in this quarter:

- The first NPO Management Course was conducted through the Institute of Business Management (IoBM), Karachi from 15th- 21st October, 2012. Twenty (20) participants from 10 sub-grantee organizations participated in this course. These organizations were from different geographical areas i.e., Khyber Pakhtunkhwa (KP), Baluchistan, Punjab and Sindh. Participants of two non-grantee organizations also attended this course. They were involved by IoBM. The optional modules which were selected for this course were Strategic Planning and Resource Mobilization.
- The second NPO Management Course was held at COMSATS Institute of Information Technology (CIIT), Islamabad from 11th- 18th November, 2012. The participating organizations were the sub grantees of Citizens' Voice Project from ten organizations from KP, Islamabad, Gilgit-Baltistan (GB) and Central Punjab. This training included two optional modules; Leadership & Strategic Planning, along with the 5 compulsory modules.
- The third NPO Management Course was conducted from 17th- 23rd December, 2012, at IoBM Karachi. Seventeen (17) participants from 9 sub-grantee organizations undertook this course. Most of the organizations in this course were from Islamabad region. This training included two optional modules; Strategic Planning and Human Resource Management/ Administration.

Overview of NPO Management Course

	Institute	Dates	Total No. of Organizations	Grantee Organizations	Non-Grantees Organizations	No of Participants
1	IoBM, Karachi	15-21 Oct, 2012	12	10	2	22
2	CIIT, Islamabad	12-18 Nov, 2012	10	10	0	19
3	IoBM, Karachi	17-23 Dec, 2012	11	9	2	17

3.2. TDEA

A training event being organized for TDEA by AAST-GT was later deferred as Citizens' Voice Project/TDEA//EIMS staff was not available throughout December because of workload. In the meantime, capacity building team, especially procurement specialist has been providing on-job trainings and advice to Citizens' Voice Project/TDEA and EMIS in order to ensure execution of procurements process as per USG and donor regulations. AASR-GT Manager capacity building shared annual training calendar to project management which will make possible to conduct at least three training workshops for TDEA/CVP staff during the next reporting quarter.

4. Administration and Procurement

New administrative and procurement forms were designed and approved by Chief of Party, while approval by the Board of Trustees approval is in process. According to this new format, for all procurements above Rs. 25,000 a procurement

summary document was introduced and implemented. By the help of this procurement summary, loopholes and delays in the procurements can be identified, and steps can be taken to further improve and refine the process. Administration and Procurement unit played their part in organizing the Fourth Grants Cycle information session, which was held at Muzaffarabad on Thursday, October 11, 2012.

Procurement process for various office equipments was also initiated during the quarter which includes but is not limited to photocopier, aluminum and wood partition, server machine, digital cameras, laptops and desktops for new staff (computer systems that were received from IFES have now gone obsolete and are not in proper working condition). Some of this equipment is in place at the project and EIMS office while process is underway for others.

4.1. Human Resource Management
Mr. Humayun Khalil joined the project as Program Officer in the Communications and External Relations Unit on Monday, December 10, 2012. Mr. Aadarsh Laghari joined as Program Officer in Communications and External Relations Units on Monday, December 17, 2012. Mr. Zaigham Malik was recruited as Program Officer in Monitoring and Evaluation Unit on Tuesday, December 18, 2012.

Director Monitoring Evaluation and Research case was forwarded to USAID for approval on Thursday, December 13, 2012. Two vacancies for the posts of Senior Program Officer and Program Officer were advertised by TAF. Candidates were shortlisted for both positions and interviews and tests will be held in the beginning of January 2013.

5. Management Information System (MIS)
5.1 Website
The contents of the project website were updated to facilitate the launching & subsequent closing of Cycle-4. MIS team continued with "Search Engine" optimization to increase the visibility/marketability of the web site. Hiring module was launched and all new hiring will now be carried out using the new hiring module.

The project's new website **(http://cvpa-tdea.org/v1)** was developed with inputs from all stakeholders. New website security has been increased by adding security plugin.

5.2 Compliance Support
As part of the reporting methodologies of the project progress, the OTI Database & PAKINFO was updated with Cycle-2 details. Both the OTI database and PAKINFO includes details of applications of Cycle 1 and Cycle 2. The OTI Database was reworked to take into account USAID requirements of the post award phase. An initial meeting was held on December 4, 2012 with USAID DG office to discuss the process for submitting data to NRSP-IT in a uniform and timely fashion. A subsequent meeting was held with NRSP representatives on December 31, 2012. Data is being updated as per the new requirements and will be submitted to USAID in due course.

5.3 GMIS
Technical support was extended to TRC members for the conduct of TRC – Cycle 4 along with minor bug fixes and feature updates. Templating of the Tasks and TRC summary module was carried out. Meetings with TDEA management were conducted to further clarify the requirements for the PMP module. Cell numbers of all the visitors of the system were mandated so that cycle updates and application assessments can be sent via SMS when the SMS module is finally launched.

6. Communications and External Relations
Fourth Grants Cycle Information Session was held at PC Hotel, Muzaffarabad on October 11, 2012. A total of 74 people attended the event including 63 potential applicants from AJK as well as representatives of 11 media outlets. Several potential partner organizations travelled from neighboring districts to participate in the event.

The Communications Unit prepared for and set up a project stall at US Consulate, Lahore for the US Presidential Election event. It was held on November 7, 2012 at Avari, Lahore in which Mr. Aatif Abdullah – PO Communications and External Relations and Mr. Waqas Yousaf – Network Administrator represented the project. The Unit also attended two Communication Working Group sessions organized by USAID's Development and Outreach Communications Office (DOCS) on November 16 and December 14, 2012.

Communications Unit assisted M&E Unit in editing and approving the advertisements and IEC materials of sub-grantees. In total the unit responded to more than 150 requests. The Unit also planned and organized various meetings and provided assistance to other teams, as required.

6.1 Other events and meetings

- The Project participated in a rapid review of progress conducted by USAID though an international consultant, Ms. Diana Swain. Meetings were held in this regard on November 5, November 6, and November 20, 2012.
- The Project participated in an Implementing Partners' Meeting organized by USAID's Democracy and Governance (DG) office on December 6, 2012.
- The Project participated in a workshop organized by USAID Lahore office to discuss USAID's grants in the education sector, common challenges, and how to build a network for future sharing of experiences and building synergies on December 18, 2012.
- Briefings were held on grant management including assessments, monitoring and evaluation systems implemented by the project with the following USAID offices— USAID Lahore office on October 17, 2012; Office of Financial Management (OFM) on October 24, 2012 and USAID DG, OFM and Office of Acquisition and Assistance (OAA) on November 29, 2012.
- A meeting was held with USAID Relationship Manager at MSI for Data Quality Assessments (DQAs) purposes on December 7, 2012.
- Meetings were held with USAID DG office to present an overview of the Project; discuss monthly and quarterly reporting of the Project, grants database and status update on Cycle 4 Grants; and share events calendars of partner organizations on November 30, 2012, December 3, 2012 and December 21, 2012 respectively.
- A meeting with the Board Sub-Committee was held on November 21, 2012. The agenda of the meeting was discussion of the Sub-Committee's roles and responsibilities; strategic planning of TDEA; update on capacity building and organizational development; and discussion of the preliminary recommendations shared by USAID.

7. Challenges Faced

During the quarter, the project faced and responded to certain challenges. The most significant of these are highlighted below:

- Contrary to previous grant cycles where the response to solicitations was quite slim, the Project received a far better response in cycle 4, and a total of 369 applications were submitted. However, this positive development posed a challenge as well, since the process of reviewing and evaluating these applications was lengthy and time consuming. Project management responded to this challenge by floating an RFP to recruit audit firms for conducting pre-award assessments and has successfully signed sub-contracts with three selected firms.
- Another challenge faced by the Project is the limited number of personnel in the Project's present M&E team. With the growing number of grants, it has become difficult to meet M&E targets in a timely fashion, and the team is overloaded at present. The Project is devising certain strategies to address this issue, including recruitment of full-time staff members and/or consultants.
- The Project has also faced a challenge in the recruitment of Director M&E and the post has remained vacant since July 2012.
- The overall quality of applications remained a challenge in this quarter as well. Project management has recommended measures to USAID to improve the quality of applications, including trainings for potential grantees to build their capacity in project proposal development and is awaiting USAID approval.

- The timely evaluation of applications is another challenge for the project due to the multi-tiered and multi-staged review process involving TRC, GMC, PSC and USAID. Also, at multiple levels of evaluation, the applicants are advised to make revisions to their applications, which is a lengthy process in itself. Different proposals and ideas have been shared with USAID to address this issue.
- This is a first-of-its-kind project in terms of its size and exclusive focus on governance, especially in terms of strengthening citizens' voice and accountability, and there is limited experience on the part of civil society sector and government agencies for establishing and managing such linkages and partnerships. Therefore, a number of partner organizations faced challenges in having MoUs signed with relevant government authorities. They also faced difficulties in the form of non-cooperation or bureaucratic glitches. In response to these challenges, the Project management is taking measures to provide partner organizations with targeted training and backstopping to address such challenges.
- The Security condition during this quarter remained a key challenge for the Project as well as partner organizations that are working in various geographical regions of Pakistan. This led to delays in some Project activities and also delayed targets of partner organizations. In light of security risk in the country, the Project has inducted Manager Security to make better informed decisions.
- Many partner organizations also faced challenges in completing their PMPs, the preparation of which requires technical expertise and capacity. Due to this, partner organizations experienced delays in payments as well as in the implementation of other project activities. In response to these issues, two PMP trainings were held during this quarter to help partners develop appropriate PMPs in a timely fashion.

Appendix IA: List of Programmatic Pre-Award Assessments

Application #	Applicant Name	Risk Category
Cycle 3		
Energy Sector Reforms - Cycle 3		
CVP-03-12-30-297	Azad Jammu Kashmir Rural Support Program (AJKRSP)	Low Risk
Citizens' Advocacy for Implementation of 18th Amendment		
CVP-03-12-65-332	Development, Awareness and management of natrual resources (DAMAN)	High Risk
CVP-3-12-52-319	Citizens' Commission for Human Development (CCHD)	Low Risk
Citizens' Voice for Strengthening Transparency and Accountability Mechanisms		
cvp-03-12-89-356	Community Development Foundation	Low Risk
Citizens' Engagement and Accountability for an Effective Local Government System		
cvp-03-12-109-376	Al-Mustafa Welfare Association	Medium Risk
Youth Development		
Cvp-04-12-159-596	Change Thru Empowerment	Low Risk
cvp-04-12-110-547	Civil Society Support Programme (CSSP)	Low Risk
cvp-04-12-38-475	Sustainable Development Foundation	Low Risk
cvp-04-12-348-785	Youth Parliament of Pakistan	Low Risk
CVP-04-12-68-505	Potohar Organization for Development Advocacy (PODA)	Low Risk
CVP-04-12-22-459	Research Advocacy & Social Training Institute (RASTI)	Low Risk
cvp-04-12-359-796	Foman Christian College	Medium Risk
CVP-04-12-327-764	College of Youth Activism and Development	Medium Risk
cvp-04-12-17-454	Muzzafarabad Poverty Alleviation Program (MPAP)	Medium Risk
CVP-04-12-65-502	Samaj Welfare Council (SWC)	Medium Risk
cvp-04-12-45-482	Sahara Community Support Program (SCSP)	Medium Risk
CVP-04-12-101-538	SAWERA	High Risk
CVP-04-12-155-592	Socio Tech	High Risk
Cycle 4		
Citizen's Voice for Independent Free and Responsible Media		
CVP-04-12-78-515 & CVP-04-12-81-518	Individualland	Medium Risk
CVP-04-12-63-500	Institute of Business Mangement	Medium Risk
cvp-04-12-274-711	Anjuman Falah-O-Behbood (AFB)	Medium Risk
cvp-04-12-218-655	Communications Research Strategies Pvt. Ltd.(CRS)	Medium Risk
cvp-04-12-349-786	Pakistan Info(PINFO)	High Risk
cvp-04-12-334-771	Society for Enforcement of Rule of Law (SERL)	High Risk
Voice for effective grievance redress through office of ombudsmen		
CVP-04-12-141-578 and CVP-04-12-138-575	Human Resource Development Network (HRDN)	Low Risk
CVP-04-262-699	Rural Development Policy Initiatives(RDPI)	Low Risk
CVP-04-12-60-497	PAHEL Sindh	Medium Risk
CVP-04-12-187-624	Backward Rehabilitation and Improvement Commission (BRIC)	Medium Risk

Appendix IB: List of Operational Pre-Award Assessments

S #	Grantee	Thematic Area	Assessment Type	Overall Risk	Conducted By
1	Human Resource Development Network	Citizen's Voice for Effective Grievance Redress through the Offices of Ombudsmen	Detailed Assessment	Low	GT/ AASR
2	Leadership of Environment and Development	Citizen's Voice for Effective Grievance Redress through the Offices of Ombudsmen	Upgrade of Rapid to Detailed Assessment	Low	GT/ AASR
3	Backwards' Rehabilitation and Improvement Commission	Citizen's Voice for Effective Grievance Redress through the Offices of Ombudsmen	Detailed Assessment	High	GT/ AASR
4	Poverty Eradication Society	Citizen's Voice for Effective Grievance Redress through the Offices of Ombudsmen	Upgrade of Rapid to Detailed Assessment	Low	GT/ AASR
5	Individual Land Trust	Citizens Voice for Independent Free and Responsible Media	Rapid Assessment	Moderate	GT/ AASR
6	Global Prosperity Network	Citizens Voice for Independent Free and Responsible Media	Upgrade of Rapid to Detailed Assessment	Low	GT/ AASR
7	AJK Rural Support Programme	Citizen's Voice for Independent Free and Responsible Media	Upgrade of Rapid to Detailed Assessment	Low	GT/ AASR
8	Anjuman Falah-O-Behbood	Citizen's Voice for Independent Free and Responsible Media	Rapid Assessment	High	GT/ AASR
9	Pakistan Info	Citizen's Voice for Independent Free and Responsible Media	Rapid Assessment	High	GT/ AASR
10	Society for Enforcement of Rule of Law	Citizen's Voice for Independent Free and Responsible Media	Rapid Assessment	High	GT/ AASR
11	Communications Research Strategies Pvt. Ltd.	Citizen's Voice for Independent Free and Responsible Media	Rapid Assessment	Moderate	GT/ AASR
12	Institute of Business Mangement	Citizen's Voice for Independent Free and Responsible Media	Rapid Assessment	Moderate	GT/ AASR
13	PAHEL Sindh Organization	Citizen's Voice for Effective Grievance Redress through the Offices of Ombudsmen	Detailed Assessment	High	GT/ AASR
14	Rural Development Policy Institute	Citizen's Voice for Effective Grievance Redress through the Offices of Ombudsmen	Detailed Assessment	High	GT/ AASR
15	Change through Empowerment	Citizens Voice and Accountability for Youth Development	Detailed Assessment	Low	GT/ AASR
16	Potohar Organization for Development Advocacy	Citizens Voice and Accountability for Youth Development	Rapid Assessment	Low	GT/ AASR
17	Individual Land Trust	Citizens Voice and Accountability for Youth Development	Upgrade of Rapid to Detailed Assessment	High	GT/ AASR

S #	Grantee	Thematic Area	Assessment Type	Overall Risk	Conducted By
18	College of Youth Activism and Development	Citizens Voice and Accountability for Youth Development	Rapid Assessment	Low	GT/ AASR
19	Sahara Community Support Programme	Citizens Voice and Accountability for Youth Development	Rapid Assessment	High	GT/ AASR
20	Sociotech Pvt. Ltd.	Citizens Voice and Accountability for Youth Development	Rapid Assessment	High	GT/ AASR
21	Samaj Welfare Council	Citizens Voice and Accountability for Youth Development	Rapid Assessment	Moderate	GT/ AASR
22	Development Resource Solutions	Citizens Voice and Accountability for Youth Development	Upgrade of Rapid to Detailed Assessment	High	GT/ AASR
23	Young Welfare Society	Citizens Voice and Accountability for Youth Development	Upgrade of Rapid to Detailed Assessment	Moderate	GT/ AASR
24	Sustainable Development Foundation	Citizens Voice and Accountability for Youth Development	Rapid Assessment	Moderate	GT/ AASR
25	Civil Society Support Program	Citizens Voice and Accountability for Youth Development	Rapid Assessment	Low	GT/ AASR
26	Research Advocacy & Social Training Institute	Citizens Voice and Accountability for Youth Development	Rapid Assessment	Low	GT/ AASR
27	Youth Parliament of Pakistan	Citizens Voice and Accountability for Youth Development	Rapid Assessment	High	GT/ AASR
28	Sawera Foundation	Citizens Voice and Accountability for Youth Development	Rapid Assessment	Moderate	GT/ AASR
29	Forman Christian College	Citizens Voice and Accountability for Youth Development	Rapid Assessment	Low	GT/ AASR
30	Muzaffarabad Poverty Alleviation Program	Citizens Voice and Accountability for Youth Development	Rapid Assessment	Moderate	GT/ AASR

Appendix II: Province or Region Wise Distribution of Sub-Awardees (As of December 31, 2012)

	Nation-wide	Punjab	Sindh	Baluchistan	KPK	FATA	GB	AJ&K	Total
Energy Sector Reforms	3	2	1	0	1	0	1	3	11
Water Rights	0	3	1	0	0	0	0	0	4
Municipal Services	0	1	3	0	3	0	0	0	7
Education Sector Reforms	1	3	1	0	4	0	0	1	10
FCR Reforms	0	0	0	0	0	2	0	0	2
Legislative Governance	0	0	0	1	2	0	1	1	5
Tax Collection	0	2	0	0	0	0	0	0	2
18th Amendment	0	0	1	2	0	0	0	0	3
Local Govt	0	0	2	1	0	0	0	0	3
Acc & Trans	0	0	4	1	0	0	0	0	5
Total	**4**	**11**	**13**	**5**	**10**	**2**	**2**	**5**	**52**

Appendix III: Status of region and theme-wise awarded grants and funds (US$) approved and disbursed (as of December 31, 2012)

Thematic Areas & Funding			Geographic Devolution of Grants								Total
			Nation wide	Punjab	Sindh	Baluchistan	KP	FATA	GB	AJ&K	
Citizen Oversight of Municipal Services	No. of Approved Grants		-	1	3	-	3	-	-	-	**7**
	Funding Status	Approved	-	99,962	283,694	-	287,723	-	-	-	**671,379**
		Disbursed	-	19,031	80,055	-	38,571	-	-	-	**137,657**
Energy Sector Reforms	No. of Approved Grants		3	2	1	-	1	-	1	3	**11**
	Funding Status	Approved	292,542	177,808.00	93,094.00	-	95,760	-	99,853	252,416	**1,011,473**
		Disbursed	126,131	-	3,914.00	-	28,635	-	-	-	**158,680**
Improving Water Rights	No. of Approved Grants		-	3	1	-	-	-	-	-	**4**
	Funding Status	Approved	-	400,898	137,447	-	-	-	-	-	**538,345**
		Disbursed	-	173,418	44,902	-	-	-	-	-	**218,320**
Citizen Oversight of Effective Legislative Governance	No. of Approved Grants		-	-	-	1	2	-	1	1	**5**
	Funding Status	Approved	-	-	-	162,541	349,699	-	180,515	167,015	**859,770**
		Disbursed	-	-	-	19,268	50,171	-	20,064	19,838	**109,341**
Citizen Voice and Public Accountability in Tax Collection Sector	No. of Approved Grants		1	1	-	-	-	-	-	-	**2**
	Funding Status	Approved	139,491	145,093	-	-	-	-	-	-	**284,584**
		Disbursed	6,198	17,761	-	-	-	-	-	-	**23,959**
Education Sector Reforms	No. of Approved Grants		1	3	1	-	4	-	-	1	**10**
	Funding Status	Approved	99,574	291,565	85,558	-	327,882	-	-	83,423	**888,002**
		Disbursed	37,523	94,593	28,346	-	116,122	-	-	23,221	**299,805**
Advocacy for Effective Implementation of the Frontier Crime Regulations (FCR) Reforms	No. of Approved Grants		-	-	-	-	-	2	-	-	**2**
	Funding Status	Approved	-	-	-	-	-	377,174	-	-	**377,174**
		Disbursed	-	-	-	-	-	30,294	-	-	**30,294**
Citizens Advocacy for Implementation of 18th Amendment	No. of Approved Grants		-	-	1	2	-	-	-	-	**3**
	Funding Status	Approved	-	-	97,309	259,658	-	-	-	-	**356,967**
		Disbursed	-	-	-	-	-	-	-	-	**-**
Citizens Voice for Strengthening Transparency and Accountability Mechanisms	No. of Approved Grants		-	-	4	1	-	-	-	-	**5**
	Funding Status	Approved	-	-	457,055	81,221	-	-	-	-	**538,276**
		Disbursed	-	-	-	-	-	-	-	-	**-**
Citizens' Engagement and Accountability for an Effective Local Government	No. of Approved Grants		-	-	2	1	-	-	-	-	**3**
	Funding Status	Approved	-	-	200,564	176,176	-	-	-	-	**376,740**
		Disbursed	-	-	-	-	-	-	-	-	**-**
Total	**No. of Approved Grants**		**5**	**10**	**13**	**5**	**10**	**2**	**2**	**5**	**52**
	Funding Status	**Approved**	**531,607**	**1,115,326**	**1,354,721**	**679,596**	**1,061,064**	**377,174**	**280,368**	**502,854**	**5,902,710**
		Disbursed	**169,852**	**304,803**	**157,217**	**19,268**	**233,499**	**30,294**	**20,064**	**43,059**	**978,056**

Total Funds Approved (USD)	**5,902,710**
Total Funds Disbursed (USD)	**978,056**

Appendix IV: Thematic Area-Wise Disbursements for the period October – December 2012

Thematic Area	Disbursement
Citizen Oversight of Municipal Services	3,337,695
Energy Sector Reforms	5,837,170
Improving Water Rights	7,805,429
Education Sector Reforms	15,834,627
Advocacy for effective Implementation of the Frontier Crime Regulations (FCR) Reforms	2,575,015
Citizen Oversight of Effective Legislative Governance	5,744,703
Citizen Voice and Public Accountability in Tax Collection Sector	2,036,497

Thematic Areawise Disbursement

Pie chart values: 13%, 8%, 5%, 13%, 6%, 18%, 37%

Legend:
- Citizen Oversight of Municipal Services
- Energy Sector Reforms
- Improving Water Rights
- Education Sector Reforms
- Advocacy for effective Implementation of the Frontier Crime Regulations (FCR) Reforms
- Citizen Oversight of Effective Legislative Governance
- Citizen Voice and Public Accountability in Tax Collection Sector

Description	National	Punjab	Sindh	KP	FATA	GB	AJK
Disbursement	7,110,069	12,842,703	4,186,493	12,805,205	2,575,015	983,600	2,668,051

Region wise Disbursement

FATA 6% GB 2%
Sindh 10% AJK 6%
Punjab 30%
KP 30%
National 16%

Legend:
■ AJK
■ FATA
■ GB
■ KP
■ National
■ Punjab
■ Sindh
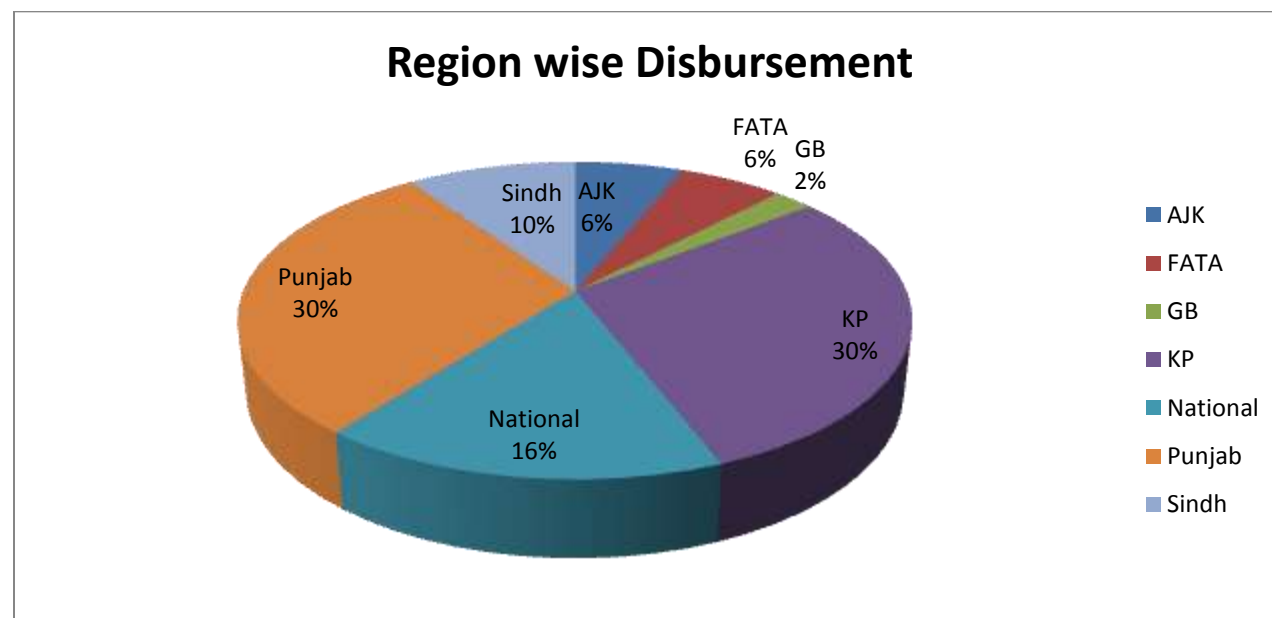
Appendix VI: Progress against each PMP indicator

Indicator Progress Tracking Sheet - Quarter Oct-Dec 2012				
Results/Indicators	**Targets**	**Achievements**		**Remarks**
		Reporting Period	**Cumulative**	
1: Strengthened citizen engagement in policy advocacy and state oversight				
1.1. Increased number and diversity of citizen engagement in policy advocacy on priority themes				
1.1.1 Number of CSOs with CVP grant for policy advocacy activities on priority themes	300 CSOs	23	52	Policy advocacy activities include meetings , seminars, workshops, awareness sessions, round table conference, policy dialogue, lobbing sections, and network membership campaigns
1.1.2 Number of citizens participating in grantee CSO advocacy activities	Up to 150,000 Citizens	13,160	15,724	11308 men and 4416 women
1.1.3 Types of advocacy activities undertaken by grantee CSOs and documented evidence of outcomes / impact	Up to 10 types of activities	7	7	Policy advocacy activities include meetings , seminars, workshops, awareness sessions, round table conference, policy dialogue, lobbing sections, and network membership campaigns
1.1.4 % of citizens (reached by civic education programs of grantee CSO) with civic knowledge	Increase up to 25%	-	-	
1.1.5 Number of grantee CSOs with regular reports to media on their activities/accomplishments and/or with published bulletins	Up to 200 CSOs	21	21	
1.2 Increased number and diversity of citizen participation in policy processes and oversight of state institutions				
1.2.1 Number of CSOs with CVP grant for state institution oversight activities on priority themes	Up to 300 CSOs	23	52	State Institution oversight activities includes Formation of oversight forums/ committees, formation of networks at Village, UC , District and regional level, re-activation of committees
1.2.2 Number of grantee CSOs with effective participation in government consultation on legislation and policy making	Up to 50 CSOs	-	-	
1.2.3 Number of citizens participating in grantee CSOs' activities related to oversight of state institutions	Up to 75000 citizens	-	-	
1.2.4 New evidence generated (including research and studies) on issue-based advocacy for policy change and oversight of state institutions	Up to 50 studies	3	3	New evidence includes reports, policy briefs and handbooks
Result 2: Enhanced organizational capacity, transparency and accountability				

Indicator Progress Tracking Sheet - Quarter Oct-Dec 2012				
Results/Indicators	**Targets**	**Achievements**		**Remarks**
		Reporting Period	**Cumulative**	
2.1 Improved grantee systems for transparent and accountable project management				
2.1.1 Number of manuals developed for the capacity building of TDEA staff and for audit requirements	4	-	-	
2.1.2 A functional three year strategic plan formulated for TDEA	1	-	-	
2.1.3 Number of grantee CSOs (and number of their personnel) participating in CVP organizational development / capacity building activities related to internal governance, program management, FM, HRM, procurement etc	up to 500 CSOs and 1000 staff	29 CSOs, 58 persons -	29 CSOs, 58 persons	These figures are for seven-day long Not-for-Profit Management trainings conducted in collaboration with COMSATS IIT and Institute of Business Management
2.1.4 Number of grantee CSOs that receive higher ratings on post-award (compared to pre-award)assessments of internal governance, program management, FM, HRM, procurement etc.	Up to 200 CSOs	-	-	
2.2 Improved grantee CSOs' organizational capacity to implement activities related to citizens' voice				
2.2.1 Number of grantee CSOs (and number of their personnel) participating in CVP capacity building for implementation of grant activities related to citizens' voice	Up to 500 CSOs and up to 1000 staff	59 CSOs, 73 persons	85 CSOs, 166 persons	These figures are for operational and programmatic quick impact trainings.
2.2.2 Number of grantee CSOs with internet homepage	Up to 200 CSOs	-	-	
2.2.3 Number of projects completed successfully by grantee CSOs	Up to 500 projects	-	-	
Result 3: Productive linkages between state and non-state actors for increased accountability				
3.1 Increased number and diversity of constructive public-private (state-CSO) linkages				
3.1.1 Number of CSO grant projects that build partnerships with state institutions in implementation of grant activities	Up to 250 projects	23	52	Partnership with government activities includes MOUs with government depart, formal and informal meetings,

Indicator Progress Tracking Sheet - Quarter Oct-Dec 2012				
Results/Indicators	**Targets**	**Achievements**		**Remarks**
		Reporting Period	**Cumulative**	
3.1.2 Number of joint mechanism of citizens and state institutions for public input and oversight	Up to 50 mechanism	-	-	
3.1.3 Number of participants events organized by grantee CSOs to build the citizens' capacity for PPPs	Up to 10,000 participants	-	-	
3.2. Increased responsiveness and accountability of state institutions to citizens on priority themes				
3.2.1 Percentage of citizens in target localities who report (increased) satisfaction with relevant state service delivery	Increase up to 20 %	-	-	
3.2.2 Number of relevant public bodies with functioning complaint systems, ombudspersons, etc. to record citizens' concerns about service delivery	Up to 50 public bodies	4	4	Compliant cells established at TMA level
3.2.3 Number of concrete changes in state policy/ regulation/ law/action as a result of citizen engagement facilitated by CSO grant activity	Up to 25 changes	-	-	

Appendix VII: List of Sub-Awardees (As on December 31, 2012)

S #	Name of Organization	Project Title	Proposed Geographic Area	Province	Project Duration	Project Cost(PKR)	Contact Details	Project Status	Cycle
THEMATIC AREA : IMPROVING WATER RIGHTS									
1	Participatory Efforts for Healthy Environment	Capacity Building of Farmers Organization for effective and efficient advocacy for Water Rights, in Sindh	District Sukkher	Sindh	April 20, 2012 to April 13, 2013	11,683,000	Ali Ahmed Shahwani House # B-2, Prince Town, Phase II, Qasimabad, Hyderabad, Sindh – Pakistan +92-22-2650987 +92-333-3297450	On-going	First
2	Awaz Foundation Pakistan, Centre for Development Services	Improving Water Rights of Rural Communities in District Multan and Bahawalpur	District Multan , Bahawalpur	Punjab	April 20, 2012 to April 13, 2013	11,129,000	Muhammad Zia-ur-Rehman # 2440N/8A, D Block, New Shamsabad Colony Multan- Pakistan 92 (0)61 4784606 92 (0)300 6301215	On-going	First
3	DAMAAN Development Organization	Transforming the Thinking-A Project for Materializing the Water Rights and Entitlements	Khanewal, Multan, Vehari, and Lodhran	Punjab	April 20, 2012 to April 13, 2013	10,198,000	Shoaib Aziz (Islamabad address) Plot number 214, Sector G, Judicial Town, Near Chatar Park, Murree Road, Islamabad 051-2860142 +92-346-5949188	On-going	First
4	Governance Institutes Network International (GINI)	Improving Water Rights in Central Punjab	Central Punjab	Punjab	April 20, 2012 to April 13, 2013	12,749,344	Amjad Parvez House 23, Street 30, Sector F-8/1, Islamabad 0300-8545108 051-2856511	On-going	First
THEMATIC AREA : ENERGY SECTOR REFORMS									
1	Consumer Rights Commission of Pakistan	Improving gas sector governance through evidence generation and public participation	District Karachi, District Quetta, District Lahore, District	Nation-wide	April 20, 2012 to April 13, 2013	8,057,343	Abrar Ahmad House 13, Street1, Sector G-6/3, Islamabad 051-111739739 0301-5455781	On-going	First

			Peshawar						
2	Semiotics Consultants (Pvt.) Limited	Energy Sector Reforms	District Karachi, District Quetta, District Lahore, District Peshawar, Islamabad	Nation-wide	April 20, 2012 to April 13, 2013	8,309,000	Ajmal Baig # 6-7, 2nd Floor, Pearl Center, Block-13, Super Market, F-6 Markaz, Islamabad-Pakistan 92-51-227 1248, 287 7266 92-333-521 2221	On-going	First
3	People Empowerment and Consulting Enterprise (PEACE)	Enhancing electricity sector efficiency with public participation (EESEPP)	District Mardan	KPK	April 20, 2012 to April 13, 2013	8,139,600	Masood ul Hassan Office # 29 A, Street # 13, Rahatabad, Peshawar 92-91-5845050	On-going	First
4	TheNetwork for Consumer Protection	New Energy Contract between Consumer & State/Regulator	Islamabad, Rawalpindi	Nation-wide	April 20, 2012 to April 13, 2013	8,499,764	Nadeem Iqbal TheNetwork for Consumer Protection, Block 3-4, INT Centre, G-8/4, Islamabad 051-2261085/2264881 0333-5126506	On-going	First
5	Young Welfare Society	Empowering Electricity Consumers in District Khairpur, Sindh	District Khairpur	Sindh	November 30, 2012 to February 27, 2014	7,913,000	Dr. Akhter Mughal Zafarabad Road, AkriTalukaFaizGunj, District Khairpur 0092-243-524223 0300-8314840	On-going	Third
6	Public Welfare Organization	Improving Electrity Governance for the Electricity Consumers in District Lodhran	Lodhran	Punjab	November 30, 2012 to February 27, 2014	8,153,500	Mr. Muhammad Asif Jhandir House, Mohallah Mehram Wala, Street Opp. Umm-ul-Qura School, District Lodhran 0092-608-364454 0092- 300-6811297	On-going	Third
7	Research Institute of Natural Resources of Pakistan	Creating Social Impacts of Electricity Reforms in Pakistan	Lahore	Punjab	November 30, 2012 to November 29, 2013	6,960,150	Ms. Tehmina Asad Plot # 320 ,2nd Floor,Silk Bank Building , Z Block, DHA, Phase 3, Lahore Cantt 0092-42-35692895 0092-336-4009585	On-going	Third

8	Sustainable Solutions Private Limitited	Raising Peoples' Voice for Power Sector Reforms	Gilgit, Ghizer and Skardu	Gilgit-Baltistan	November 30, 2012 to November 29, 2013	8,487,500	Mr. Pervaiz Ahmed House 343-A,Ravi Road, G-8/2, Islamabad 0092-51-2288347 0303-5535543	On-going	Third
9	Global Prosperity Network	Citizens' Voice on Energy Crisis	Muzaffarabad	AJK	November 30, 2012 to November 29, 2013	6,876,000	Mr. Sahabzada Zafer Khurshid Near Agriculture Office, Ghari Pan Chowk, Muzaffarabad 92-582-2434109 0092-345-4896696	On-going	Third
10	Azad Jammu and Kashmir Rural Support Program		AJK	AJK	December 28, 2012 to December 27, 2013	6,235,380	Abdul Qadir Jilani D-95, Upper Chattar Housing Scheme, Muzaffarabad. 05822-433031; 0345-5123670	On-going	Third
THEMATIC AREA: MUNICIPAL OVERSIGHT									
1	Goth Seengar Foundation	Work together for improvement of solid waste management system	District Jacobabad	Sindh	April 20, 2012 to July 19, 2013	7,990,800	Qazi Muhammad Raees Flat1, E - 36, Near SLS Montessori School, Sector G-11/4 Islamabad, 92 51 2301514 92 3028542099	On-going	First
2	DevCon Association for Rural Development	Citizen for change	District Sangher	Sindh	April 20, 2012 to April 19, 2014	8,470,200	Nisar Ahmed Nizamani House No. 124/A-16, Housing Society, Sanghar 03333555403	On-going	First
3	Participatory Educational Awareness and Community Empowerment (PEACE) Sind	Citizens' Responsive Governance at TMA level	District Mirpur Khas	Sindh	April 20, 2012 to April 19, 2013	7,653,000	Tahir jadoon PEACE-Sindh: Flat No. A-47, first floor, Salman Tower, Main National Highway, Malir Karachi, 92 812302014 92 3233504101	On-going	First

4	Akhtar Hameed Khan Resource Centre (AHKRC)	Social Accountability of Municipal Services Delivery and Development in Peshawar	Peshawar	KPK	April 20, 2012 to April 19, 2014	8,321,500	Fakhira Khanam #6, Street 56, F-6/4, Islamabad 92 51 2822 752 92 41 2822 792 92 300 5543560	On-going	First
5	Dir Area Development Organization (DADO)	Citizen participation in the Municipal Services for the sustainable development of District Dir Upper - KPK	Dir - Upper	KPK	April 20, 2012 to April 19, 2014	8,468,000	Abid Ali Abid Main Bazar Road Dir, Haji Mahabat Khan Building, Camp Colony, Dir, District Upper Dir 92 944 881146 92 3005992358	On-going	First
6	Association for Behavior and Knowledge Tranformation (ABKT)	Improvement and strengthening of TMA's Municipal Service through advocacy, citizens' involvement and oversight	Malakand	KPK	April 06, 2012 to April 05, 2014	7,666,980	Shad Begum House 366, St 33, F-11/2, Islamabad 03459002768 051-2100853	On-going	First
7	Association of Global Humanists & Ethics (AGHE)	Meri Awaz	Multan	Punjab	August 06, 2012 to April 05, 2014	8,496,750	Syed Ijaz Hussain Shah House # 616, Street # 69, I-8/3, Islamabad 0344-5551234	On-going	First
THEMATIC AREA: EDUCATION									
1	DevCon - An Association for Rural Development	Education's Reform through Expenditure Analysis on Primary Education	District Hyderabad, District Sanghar, District Khairpur, District Badin, District Jacobabad	Sindh	August 06, 2012 to August 05, 2013	7,272,400	Nisar Ahmed Nizamani House # 124/A-16, Housing Society, Sanghar, Sindh, Pakistan 092-235-541441 – 2 092-3333555403	On-going	Second
2	Human Development Foundation	Advocacy Campaign for Education Sector Reforms in Pakistan	District Rahim Yar Khan, District Mardan (KPK), District Tando	Nation-wide	August 06, 2012 to August 05, 2013	8,463,797	Ghazanfar Hashmi 19 Sunbal Road, F-10/3, Islamabad 0300-8562717	On-going	Second

			Muhammad Khan (Sindh), District Zhob (Baluchistan)						
3	Development & Empowerment Women Association	Citizen participation in the Education Strengthening for the socio-economic development of Dir Lower -KPK	Dir	KPK	August 06, 2012 to August 05, 2013	7,686,000	Muhammad Asad Kalpani Bajoro Road, Ziarat Talash, Tehsil Timergara, District Lower DIR 0945-871280 092 3469380025	On-going	Second
4	Pak Education Society	Sustainable Education Initiatives in district Shangla, KPK	Shangla	KPK	August 06, 2012 to August 05, 2013	7,065,500	Ahmad Hussain House # 72, Street 6, Mehfooz Road, Defense Officers Colony, Peshawar Cantt 091-5841575 03458910123	On-going	Second
5	Society for Human Empowerment and Rural Development	Making Schools Accountable to Performance	Khushab	Punjab	August 06, 2012 to August 05, 2013	8,360,727	Sajjad Wali Village and Post Office Mitha Tiwana 0454-730201-204 092-333-5077985	On-going	Second
6	Children First	Strengthening Citizens' Voice to ensure Compulsory & Free education and Promote accountability in education sector	KPK	KPK	August 6, 2012 to May 5 2013	7,359,500	Irshad Danish H-79, St. 92. Sector I-8/4, Islamabad 092-51-4864259 092-300-3885105	On-going	Second
7	Sudhaar Society	Strengthening of Citizens' Voice and public accountability through oversight on education system and advocacy for improvement of quality of education in	Narowal	Punjab	August 06, 2012 to August 05, 2013	7,930,500	Naeem Ijaz ButtSudhaar Society 760-R Block Model Town Extension, Lahore092-42-35832511092-333-8664992	On-going	Second

		government and private schools of district Narowal							
8	Leadership for Environment and Development Pakistan	Strengthening Civil Society Oversight of Education Decentralization in Punjab	Lahore	Punjab	August 06, 2012 to August 05, 2013	8,491,778	Muhammad Rizwan ul Haq House, F-7 Markaz, Islamabad, Pakistan 0300-5003262 092 51-2651511	On-going	Seco nd
9	READ Foundation	Supporting Communities to Strengthen Education Sector in AJK	Rawalakot	AJK	August 06, 2012 to August 05, 2013	7,090,990	Mazhar H# 747, Street 10, G-9/3 Islamabad 092 51-2253256 092 331-5050761	On-going	Seco nd
10	Organization for Human Development	Improving School Governance	Charsadda, Mardan	KPK	August 06, 2012 to August 05, 2013	5,759,000	Amjad Ali Main Charsadda Road, Near Finance and Planning Department, Mardan 0937-774243 0334-8470163 092346-8159996	On-going	Seco nd
11	Centre for Peace and Development Initiatives (CPDI)	Citizens' Oversight and Accountability of Education Sector Budgets	Chakwal, Jhelum and Lahore	Punjab	August 6, 2012 to August 5, 2013	8,417,408	Amer Ejaz H# 409 B, Main Nazim-ud-Din Road, F-11/1, Islamabad 051-2108287 0334-4328173	Pending*	Seco nd
THEMATIC AREA: LEGISLATIVE GOVERNANCE									
1	Water, Environment & Sanitation Society (WESS)	Citizens' Voice for Enhanced and Effective legislation and Accountability	District Loralai, Ziarat, Baluchistan	Baluchist an	10/09/201 2 to 09/09/201 3	6,907,976	Naseeb Ullah 29/131 DOHS, Survey 31, Behind Askari Petrol Pump, Air Port Road, Quetta (+92) 3008384573	On-going	Seco nd

2	Association of Global Humanists & Ethics (AGHE)	Citizens' Voice for Effective Legislative Governance	GB	Gilgit-Baltistan	10/09/2012 to 9/03/2014	7,671,875	Syed Ijaz Hussain Shah House # 616, Street # 69, I-8/3, Islamabad 0344-5551234	On-going	Second
3	Pak Women	Citizen Voice for Effective Legislative Governance Project KP.	District Mardan, Swat and Malakand	KPK	10/09/2012 to 09/03/2014	7,944,700	Azra Hussain House # 217, Street # 04, Sector T, Sheikh Maltoon Town Mardan, KPK 03465602472 03469183507	On-going	Second
4	Hamdam Development Organization	Awareness and advocacy campaign aimed at Helping society better interact with the legislature at MPs of Provincial (KPK) and National Assembly	Tank, DIK, Laki Marwat, Bannu	KPK	10/09/2012 to 09/03/2014	8,370,000	Muhammad Farooq House #06, Gulistan Society, Near Fauji Foundation Vocational Training Center West Circular Road D.I.Khan Pakhtunkha Pakistan 0300-5797233 0092-966-733886	On-going	Second
5	Your Engineering Solutions (YES) Pvt Ltd.	Design & Implementation of public IEC for mutually beneficial sustainable linkage between citizen & legislators of AJK Assembly	Kotli, Mirpur	AJK	September 28, 2012 to December 27, 2013	14,196,250	Dr. Waseem Amer 189 B, Street 46, F-11/3, Islamabad 051-2291520 0334-4333623	On-going	Second
THEMATIC AREA: FCR									
1	Step Towards Empowerment of Pupil (STEP)	Advocacy for effective Implementation of the frontier Crime Regulations (FCR) Reforms	Khyber Agency, Orakzai Agency, FR Peshawar, FR Kohat, FR Bannu	FATA	September 28, 2012 to December 27, 2013	15,077,400	Mr. Muhammad Ismail Khan House# 40-B, Sector B, Fazal-E-Haq Road, Sheikh Maltoon Town, Mardan 0937-796212 300) 9175857	On-going	Third

2	Devolution Trust for Citizen Engagement (DTCE)	Advocacy for effective Implementation of the Frontier Crime Regulations (FCR) Reforms	Bajaur Agency	FATA	September 28, 2012 to September 27, 2013	16,982,404	Mr. Syed Mushir Hassan Naqvi House No.10, Street 4, G-6/3, Islamabad 051-111-333-823 0300-5017327	On-going	Third
THEMATIC AREA: ACCOUNTABILITY IN TAX COLLECTION									
1	Governance Institutes Network International (GINI)	Citizen Voice and Public Accountability in Tax Collection Sector	Islamabad, Sargodha, Faisalabad & Gujranwala	Punjab	October 31, 2012 to October 30, 2013	11,856,700	Amjad Pervaiz House 23, Street 30, Sector F-8/1, Islamabad 051-2856511 0300-8545108	On-going	Third
2	TheNetwork for Consumer Protection	Taxation for Development	Rawalpindi Region	Punjab	October 31, 2012 to October 30, 2013	12,332,944	Nadeem Iqbal TheNetwork for Consumer Protection, Block 3-4, INT Centre, G-8/4, Islamabad 051-2261085/2264881 0333-5126506	On-going	Third
THEMATIC AREA: LOCAL GOVERNMENT									
1	Awareness on Human Rights Social Development and Action Society			Balochistan	December 28, 2012 to December 27, 2013	14,975,000	Watan Yar Khilji Office No. S-5 Second Floor Civic Center, Angle Road off Suraj Ganj Bazar Quetta 081-2866132 0300-388 5878	On-going	Third
2	Advocacy, Research, Training and Services			Sindh	December 28, 2012 to February 27, 2013	8,271,265	Nadeem Iqbal House # 21, Commercial Area, Satellite Town, Mirpurkhas 0233-863232 0333-2957457	On-going	Third
3	Al-Mustafa Wlefare Association			Sindh	December 28, 2012 to December 27, 2013	8,226,500	Mohammad Amin Khaskheli Near Raashdi House, Canal View, Abid Colony, Khairpur, Taluka, District Khairpur 0243-714818 0301-2607927	On-going	Third

	THEMATIC AREA: ACCOUNTABILITY AND TRANSPARENCY								
1	Development Resource Solutions			Balochistan	December 28, 2012 to December 27, 2013	6,903,800	Muhammad Ayub Khan Office # 221, Second Floor, Universal Complex Jinnah Road Quetta 0826- 614797 0333-786 8240	On-going	Third
2	Community Development Foundation			Sindh	December 28, 2012 to February 28, 2013	9,647,000	Mohammad Jan Odhano CDF Office, Airport Road, First Family Lane, Jacobabad 0722-650841 0333-7341178	On-going	Third
3	Kainaat Development Association			Sindh	December 28, 2012 to January 30, 2013	11,038,197	Ahmed Bux Channa Opposite Bughti Rice Mill, Rasaldar Road, Kandhkot, PC-79160, District Kashmore 0722-572186 0333-7344282	On-going	Third
4	NGO's Development Society			Sindh	December 28, 2012 to February 27, 2013	10,312,250	Ghaffar Pandrani Mochi Muhalla, Near Girls College, Shahdadkot 074-4014285 0333-7500544	On-going	Third
5	Participatory Efforts for Health Environment			Sindh	December 28, 2012 to December 27, 2013	8,821,470	Ali Mohammad Shahwani House # B-2, Prince Town, Phase II, Qasimabad, Hyderabad 022-2103361 0333-3297450	On-going	Third
6	Sindh Rural Support Program			Sindh	December 28, 2012 to December 27, 2013	7,852,250	Prof. Mushtaq Mirani A-9 Hyderabad Town, Phase-II, Qasimabad, Hyderabad 022-2654446 0300-3020520	On-going	Third

				THEMATIC AREA: 18TH AMENDMENT				
1	Coastal Association for Research and Development			Balochistan	December 28, 2012 to February 28, 2014	14,379,100	Muhammad Anwar Ilaysani Mohalla Dam, Bunder P.O Winder, P.O Code 90201, Tehsil Sonminai, District Lasbela 0853-621004 0345-8848305	On-going	Third
2	Yar Muhammad Samejo Educational Society & Development Organization			Balochistan	December 28, 2012 to February 27, 2014	7,691,860	Muhammad Munir Abro Usta Street Usta Muhammad District Jaffarabad 0838-612805 0345-9570361	On-going	Third
*Award to CPDI was withheld on August 6, 2012 pending USAID approval									